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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Financing of the United Nations Mission in Liberia

Budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of the United Nations Mission in Liberia

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2011/12	$525,559,930
Expenditure for 2011/12	$522,917,200
Unencumbered balance for 2011/12	$2,642,730
Appropriation for 2012/13	$496,405,000
Projected expenditure for 2012/13[a]	$496,403,500
Estimated unencumbered balance for 2012/13[a]	$1,500
Proposal submitted by the Secretary-General for 2013/14	$478,224,000
Recommendation of the Advisory Committee for 2013/14	$477,550,800

[a] Estimates as at 28 February 2013.

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I. Introduction

1. **The recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 29 below would entail a reduction of $673,200 in the proposed budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2013 to 30 June 2014 (A/67/755).**

2. During its consideration of the financing of UNMIL, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 26 April 2013. The documents reviewed and those used for background by the Committee are listed at the end of the present report. The Committee's detailed comments and recommendations on the findings of the Board of Auditors on the United Nations peacekeeping operations for the period from 1 July 2011 to 30 June 2012 and on cross-cutting issues related to peacekeeping operations can be found in its related reports (A/67/782 and A/67/780, respectively).

II. Budget performance for the period from 1 July 2011 to 30 June 2012

3. In its resolution 65/301, the General Assembly appropriated an amount of $513,404,030 gross ($501,128,630 net) for the maintenance of UNMIL for the period from 1 July 2011 to 30 June 2012 and $12,155,900 gross ($12,115,000 net) for electoral support to be provided by the Mission. The total amount of $525,559,930 gross ($513,243,630 net) has been assessed on Member States. Expenditure for the period totalled $522,917,200 gross ($511,406,600 net), leaving an unencumbered balance of $2,642,730 gross ($1,837,030 net). The budget implementation rate was 99.5 per cent. Underexpenditure under operational costs was offset in part by additional requirements for military and police and civilian personnel. A detailed analysis of variances is provided in section IV of the performance report (A/67/609).

4. As indicated in the preceding paragraph, the General Assembly appropriated an amount of $12,155,900 gross for electoral support to be provided by the Mission during the 2011/12 period. During the electoral period, in accordance with Security Council resolutions 1885 (2009), 1938 (2010) and 2008 (2011), UNMIL provided logistical support, particularly to facilitate access to remote areas, coordinated international electoral assistance, supported Liberian institutions and political parties and provided its good offices in creating an atmosphere conducive to the conduct of peaceful elections (ibid., para. 8).

5. The Advisory Committee notes from the performance report, however, that the resource utilization for electoral support was significantly lower than budgeted, mainly because the Spriggs Payne airfield rehabilitation project was not fully implemented owing to the high total cost of reconstruction and because fewer flight hours were utilized in connection with the transport of election materials to remote areas since there was greater use of ground transportation. The Committee also notes that only one of the four international electoral assistance positions funded under general temporary assistance was actually filled (ibid., paras. 28 and 60). The Committee was informed that, of the total amount of $12,155,900 approved for electoral support, $2,835,400 had been spent. As indicated in paragraph 28 of the performance report, the remaining amount of $9,320,500 was reprogrammed and

used primarily to cover the increased cost of diesel and aviation fuel and additional requirements for international staff salaries and entitlements.

6. The Advisory Committee also notes from the performance report that arrangements for the storage and supply of rations were affected by an eight-month delay in obtaining freight forwarding services to ship rations (see standard support outputs under expected accomplishment 4.1: Effective and efficient logistical, administrative and security support for the Mission). Upon enquiry, the Committee was informed that the order for combat ration packs had been placed in August 2011 with an expected delivery date of November 2011. When the rations were ready for shipping, however, the freight forwarder had informed the Mission that the delivery would be made in 40-foot containers. Since UNMIL did not have equipment capable of handling such containers, a rebidding exercise was conducted to locate a freight forwarder who could ship the rations using 20-foot containers. The delivery did not therefore take place until May 2012. **The Committee considers that the freight forwarding delay could have been avoided with better forward planning by the Mission and trusts that no further such delays will occur.**

7. The comments of the Advisory Committee on the information presented in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2013 to 30 June 2014.

III. Financial position and information on performance for the current period

8. The Advisory Committee was informed that, as at 18 March 2013, a total of $6,004,916,000 had been assessed on Member States in respect of UNMIL since its inception. Payments received as at the same date amounted to $5,886,183,700, leaving an outstanding balance of $118,732,300. The Committee was also informed that, as at 31 December 2012, $18,869,000 was owed for troops and $18,670,800 was owed for contingent-owned equipment. As at 18 March 2013, the Mission had a cash balance of $135,300,000. After subtracting a three-month operating reserve of $75,913,400 (excluding reimbursements for troop-contributing countries), the remaining amount of $59,386,600 had been sufficient to allow for reimbursements to troop-contributing countries for October, November and December 2012 and January 2013.

9. With regard to death and disability compensation, the Advisory Committee was informed that, as at 13 February 2013, $3,969,200 had been paid in respect of 119 claims since the inception of the Mission. Two claims were pending. **The Committee expects that the outstanding claims will be settled expeditiously.**

10. The Advisory Committee was informed that, as at 28 February 2013, the human resources incumbency for UNMIL for the period from 1 July 2012 to 30 June 2013 was as follows:

	Authorized[a]	*Planned*	*Encumbered*	*Vacancy rate (percentage)*
Military observers	133	133	128	3.8
Military contingent personnel	7 807	7 807	6 668	14.6
United Nations police	498	498	477	4.2
Formed police	1 265	985	869	11.8
Government-provided personnel	32	32	31	3.1
Posts				
International staff	513	513	456	11.1
National staff	1 064	1 064	974	8.5
General temporary assistance				
International positions	2	2	2	–
National positions	1	1	1	–
United Nations Volunteers	237	237	220	7.2

[a] Represents the highest authorized strength for the period.

11. The Advisory Committee was provided with information on current and projected expenditure for the period from 1 July 2012 to 30 June 2013. Expenditure for the period as at 28 February 2013 amounted to $319,064,700 gross. At the end of the current financial period, estimated total expenditure would amount to $496,403,500, against the appropriation of $496,405,000, leaving a projected unencumbered balance of $1,500.

IV. Proposed budget for the period from 1 July 2013 to 30 June 2014

A. Mandate and planned results

12. The mandate of UNMIL was established by the Security Council in its resolution 1509 (2003). The most recent extension of the mandate, until 30 September 2013, was authorized by the Council in its resolution 2066 (2012).

13. The Mission is mandated to help the Security Council to achieve the overall objective of advancing the peace process in Liberia. The related planning assumptions and mission support initiatives for the budget period are described in paragraphs 8 to 34 of the Secretary-General's report on the proposed budget (A/67/755). It is stated that, while the overall situation in Liberia remains stable, in order to fully consolidate peace continued progress is needed in a number of critical areas, including the rule of law, security sector reform and development, particularly regarding the strengthening of State institutions and political processes as they relate to constitutional reform and national reconciliation. Consequently, during the 2013/14 period, pursuant to Security Council resolution 2066 (2012), UNMIL will continue to support the Government of Liberia in the context of the Mission's drawdown and will seek to address critical gaps to facilitate a successful transition. To that end, the Mission will, among other things, continue joint transition planning with the Government; support the implementation and development of various pieces of legislation concerning the

security sector and provide recommendations on future security sector reform priorities; continue to strengthen the capacity of national rule of law and security institutions, in particular the armed forces, the national police and the Bureau of Immigration and Naturalization; enhance access to justice throughout Liberia and advance the protection of human rights; and prioritize activities that support the Government's initiatives in governance and political reform.

14. As indicated in paragraphs 17 and 18 of the Secretary-General's report, the military component of the Mission will continue to draw down during the budget period, from a total strength of 7,807 personnel in 2012/13 to 4,765 personnel by 1 July 2014. At the same time, the police component will be strengthened with the deployment of three additional formed police units for a total of 10 units, as authorized by the Security Council in its resolution 2066 (2012). During its consideration of the Secretary-General's proposals, the Advisory Committee was informed that UNMIL had planned its anticipated drawdown until mid-2015.

15. The Mission's budget for 2013/14 also contains proposals for the reconfiguration of its organizational and administrative structure, in keeping with the Security Council's call, in its resolution 2066 (2012), for the Mission to make appropriate internal adjustments in order to ensure a sustainable transition planning process that would take into account broad challenges, including governance and rule of law as well as the political context. The proposals also respond to the request of the General Assembly, contained in its resolution 66/264, that the Mission improve the ratio of substantive to support staff (see also para. 17 below).

16. According to the Secretary-General, the proposed reconfiguration of UNMIL will realign existing resources with three mandated priorities, namely: strategic transition planning; border stabilization and enhanced inter-mission cooperation with the United Nations Operation in Côte d'Ivoire (UNOCI); and enhanced political and technical engagement relating to national reconciliation, constitutional reform and decentralization. The main changes to the organizational structure of the Mission are as follows:

(a) The strengthening of the Office of the Special Representative of the Secretary-General through the establishment of a strategic planning unit and a regional and inter-mission cooperation support unit, in addition to the formalization within its structure of the Field Support Team and the county offices;

(b) The redeployment, as recommended by the Office of Internal Oversight Services, of the Communications and Public Information Office from the support component back to executive direction and management in order to enhance the strategic role of public information in supporting mandate implementation;

(c) The establishment of three new thematic offices — the Access to Justice and Security Section, the Training and Mentoring Unit and the Legal and Policy Reform Section — under component 2: rule of law, and the corresponding dissolution of the Legal and Judicial System Support Division;

(d) The establishment of three new thematic offices — the Governance Section, the Political Analysis Section and the Reconciliation and Peace Consolidation Section — under component 3: consolidation of democratic governance, and the corresponding dissolution of the Political Planning and Policy Section, the Recovery, Rehabilitation and Reintegration Section and the Civil Affairs Section.

The Advisory Committee notes from paragraph 27 of the budget document that the full implementation of the reconfiguration of the Mission's organizational and administrative structure will take place in three phases over successive budget periods and that the further reduction of civilian functions and/or the nationalization of functions are expected.

17. Planned adjustments to the support component are referred to in paragraph 28 of the budget document. The Secretary-General indicates that, following an extensive review of its requirements, UNMIL is proposing to reduce its civilian staffing by approximately 7.8 per cent (141 posts and positions) to reflect reduced support requirements arising from troop reductions and with a view to aligning its staffing ratios more closely with those of similar medium-sized missions. Upon enquiry as to the optimal ratio of support to substantive staff, the Advisory Committee was informed that mission support staffing numbers were normally determined by several factors, including the number of substantive/military personnel requiring support, the size, geographical spread and complexity of the related infrastructure and the complexity of the mandated tasks. The Committee was further informed that, over the past four budget periods, the ratio of support to substantive staff in UNMIL had fluctuated between 2 to 1 and 2.3 to 1. The ratio for the 2013/14 period would be 1.7 to 1, compared with 2.3 to 1 during the current period. The Committee was further informed that, while data on staffing levels in other missions could be used as a guide when reviewing staffing numbers, each mission operated under different circumstances, in a different environment and with a different mandate, thus requiring a tailored mission support component. There were no set mission benchmarks. The Committee has commented further on this matter in its report on cross-cutting issues (A/67/780). The Committee's detailed comments and recommendations on the Secretary-General's civilian staffing proposals for UNMIL for the 2013/14 period are contained in paragraphs 31 to 40 below.

18. Information on regional mission cooperation is provided in paragraphs 35 to 37 of the Secretary-General's report. It is indicated, among other things, that, pursuant to Security Council resolution 2066 (2012), UNMIL will intensify its inter-mission cooperation with UNOCI and the United Nations country teams in Liberia and Côte d'Ivoire in support of the efforts of the Governments of both countries to develop and implement a shared border strategy. To that end, and as noted in paragraph 16 above, a dedicated regional and inter-mission cooperation support unit is proposed to be established to increase cooperation between the two missions at both the headquarters and field levels.

19. During the budget period, UNMIL will also review its regional engagement with the Mano River Union and the Economic Community of West African States, within the overall context of a regional security strategy led by the United Nations Office for West Africa.

20. Upon enquiry as to the impact of the global field support strategy on UNMIL operations, the Advisory Committee was informed that, to date, the impact had been limited: the Mission had benefited primarily from the training offered by the Regional Service Centre at Entebbe, Uganda. In addition, the Transportation and Movements Integrated Control Centre functioned as a backup for UNMIL air transport capacity and, wherever possible, the Mission had taken advantage of the transfer of equipment from the strategic deployment stocks managed by the Global Service

Centre, which also managed the satellite tracking for UNMIL air assets and provided information technology data backup.

21. On the question of country team coordination, the Advisory Committee recalls that the "One United Nations" initiative was launched in Liberia in October 2010 with the main objective of addressing national priorities in a more coherent, effective and holistic manner in order to enhance the overall impact of United Nations activities (see A/65/743/Add.7, paras. 49-50). In his report, the Secretary-General indicates that, during the budget period, the United Nations system in Liberia will continue to implement the United Nations Development Assistance Framework "One programme", which is aligned with the Government's second poverty reduction strategy and the related national vision "Liberia Rising 2030" development programme (A/67/755, para. 39).

22. The Advisory Committee notes from paragraph 38 of the budget report that, in the light of the continuing transition and reconfiguration of UNMIL and the imperative for longer-term planning, the Mission may revisit the integrated strategic framework or a similar mechanism as a joint planning tool to coordinate with the United Nations country team to strengthen organizational coherence and optimize impact, including through efficiencies. The Secretary-General indicates that such a holistic approach would serve as a cornerstone of the UNMIL transition process and that the integrated strategic framework would serve as a road map for the Mission's eventual exit strategy. **The Committee emphasizes the importance of joint planning efforts and close coordination with the United Nations country team during the Mission's transition.**

B. Resource requirements

23. The proposed budget for UNMIL for the period from 1 July 2013 to 30 June 2014 amounts to $478,224,000 gross, representing a decrease of $18,181,000, or 3.7 per cent in gross terms, compared with the apportionment of $496,405,000 for 2012/13. It provides for the deployment of 5,783 military contingent personnel, 133 military observers, 498 United Nations police officers, 1,265 formed police personnel, 32 Government-provided personnel, 485 international staff, 954 national staff and 237 United Nations Volunteers. The Advisory Committee notes that, if compared with the projected expenditure of $496,403,500 for 2012/13 (see para. 11 above), the proposed resource reduction for 2013/14 would amount to $18,179,500, or also 3.7 per cent. The proposed reduction reflects reduced requirements under military personnel, offset in part by increases under formed police units and international staff, as well as under operational costs. Detailed information on the financial resources requested and an analysis of variances are provided in sections II and III of the Secretary-General's report on the proposed budget (A/67/755).

24. The Advisory Committee notes that, notwithstanding the significant reduction in resource requirements for military and police personnel (total decrease of $27,885,100, or 12 per cent), estimated resources for operational costs are projected to increase during the budget period (by $6,201,500, or 4.3 per cent). Upon enquiry as to the reasons for this phenomenon, the Committee was informed that the overall decrease in requirements under military and police personnel was primarily attributable to the drawdown of the military troop strength of the Mission, which would be partially offset by additional requirements associated with the deployment

of three additional formed police units (see paras. 25-27 below). The increased requirements under operational costs were primarily attributable to the planned replacement of the Mission's ageing vehicles and information and communications technology equipment. In addition, as some troops were repatriated, the Mission would need to close or reduce the size of some camps or refurbish them in preparation for backfilling, as well as undertake environmental clean-up activities.

1. Military and police personnel

Category	*Approved 2012/13*[a]	*Proposed 2013/14*	*Variance*
Military observers	133	133	–
Military contingent personnel	7 807	5 783	(2 024)
United Nations police	498	498	–
Formed police units	845	1 265	420

[a] Represents the highest authorized strength for the period.

25. The estimated requirements for military and police personnel for the period from 1 July 2013 to 30 June 2014 amount to $204,003,100, a decrease of $27,885,100, or 12 per cent, compared with the apportionment for 2012/13. The Secretary-General indicates that the lower requirements for 2013/14 are attributable primarily to the reduction in strength of military contingent personnel from a total strength of 7,807 in the 2012/13 period to 5,783 by 1 July 2013 and then 4,765 by 1 April 2014. The reduction of $38,611,500, or 21.6 per cent, under military contingent personnel is offset in part by an increase of $12,079,200, or 61.5 per cent, under formed police units, owing to the increase in strength of formed police unit personnel from 845 in the 2012/13 period to 1,265 in the 2013/14 period (an increase from 7 to 10 units) (A/67/755, paras. 127 and 129). The vacancy factors applied to the cost estimates are as follows: 3 per cent for military observers, 2 per cent for military contingent personnel, 7 per cent for United Nations police and 5 per cent for formed police units, compared with 2 per cent, 2 per cent, 5 per cent and 0 per cent, respectively, for the 2012/13 period.

26. Upon enquiry, the Advisory Committee was informed that, as UNMIL continued its transition, the repatriation of some troops would be combined with the movement of the remaining force strength to border and hot spot areas, where the security threat was the greatest. As the military component was repatriated and redeployed, the three new formed police units would be deployed to strategic locations along the coast where, while the security threat was less, some coverage was nevertheless required. The deployment of the formed police units would allow for swift responses to security incidents in areas that no longer had permanent military deployments and would also provide backup to special units of the national police in their regional headquarters locations.

27. The Advisory Committee was provided, upon enquiry, with the following table illustrating the actual and planned adjustment to troop and formed police unit levels for the period from 1 July 2012 to April 2014:

Date	*Military contingents (excluding military observers)*	*United Nations police and formed police units (including government-provided personnel)*	*Comment*
1 July 2012	7 807	1 375	Approved force strength
July 2012	7 549	1 375	258 troops repatriate
December 2012	7 448	1 375	101 troops repatriate
January 2013	6 681	1 390	767 troops repatriate; 15 formed police unit personnel (advance party) arrive
March 2013	6 681	1 515	First formed police unit (125 personnel) arrives
April 2013	6 651	1 515	30 troops repatriate
June 2013	5 783	1 655	868 troops repatriate; second formed police unit (140 personnel) arrives
July/August 2013	5 783	1 795	Third formed police unit (140 personnel) arrives
April 2014	4 765	1 795	1 018 troops repatriate

2. Civilian personnel

Category	*Approved 2012/13*	*Proposed 2013/14*	*Variance*
International staff	513	485	(28)
National staff	1 064	954	(110)
Temporary positions, funded under general temporary assistance	3	–	(3)
United Nations Volunteers	237	237	–

28. The proposed budget for civilian personnel for the period from 1 July 2013 to 30 June 2014 amounts to $123,918,300, an increase of $3,502,600, or 2.9 per cent, over the apportionment for 2012/13. Increased requirements under international staff, owing to the application of a lower vacancy rate and the implementation of a revised salary scale, are offset in part by reduced requirements under national staff, owing to the reduction of 110 posts (see also para. 30 below) and the application of a higher vacancy rate (A/67/755, paras. 130-131). The following vacancy factors have been applied to the cost estimates for civilian personnel: 9 per cent for international staff, 20 per cent for National Professional Officers, 5 per cent for national General Service staff and 7 per cent for United Nations Volunteers, compared with 12 per cent, 15 per cent, 5 per cent and 9 per cent, respectively, for the preceding period.

29. The Advisory Committee notes from the supplementary information provided to it that, as at 28 February 2013, the actual vacancy rates for civilian personnel were as follows: 11.1 per cent for international staff, 25.7 per cent for National Professional Officers, 7.2 per cent for national General Service staff and 7.2 per cent for United Nations Volunteers. **In the light of that information, the Committee recommends the application of the following vacancy rates for civilian personnel to the cost estimates for the 2013/14 period: 9.5 per cent for international staff, 23 per cent for National Professional Officers and 5.4 per**

cent for national General Service staff. The vacancy rate for United Nations Volunteers would remain as proposed, at 7 per cent.

30. The Advisory Committee notes from the table above that the Secretary-General's civilian staffing proposals would result in a net decrease of 141 posts and positions, 111 of which are national staff posts and positions (110 posts and 1 position funded under general temporary assistance). Upon enquiry, the Committee was informed that, as at 9 April 2013, of the 111 national staff posts and positions to be abolished or discontinued, 21 were vacant. The Committee was also informed, during its consideration of the Secretary-General's proposals, that UNMIL was implementing a series of measures to support staff members who might be affected by the retrenchment exercise, including the issuance of information circulars, intranet broadcasts and town hall meetings. In addition, efforts had been continuing since 2009 to prepare national staff for the eventual withdrawal of UNMIL through capacity-building programmes, the dissemination of information about alternative employment in Liberia and the provision of careers advice. **The Committee has previously stressed the importance of capacity-building for national staff in peacekeeping missions in order to facilitate their transition into local employment as missions downsize and eventually withdraw. The Committee commends UNMIL for its efforts in this regard and trusts that they will continue. Lessons learned from the experiences of other missions should be applied, where appropriate.**

Recommendations on posts

31. As noted in paragraph 15 above, the Secretary-General's proposed staffing changes respond to the call of the Security Council for the Mission to make appropriate internal adjustments in order to ensure a sustainable transition planning process that would take into account broad challenges, including governance and rule of law as well as the political context, and to the request of the General Assembly, contained in its resolution 66/264, that the Mission improve the ratio of substantive to support staff. A detailed description of the changes proposed under each component is provided in the budget document (A/67/755, paras. 43-112). A list of the changes is set out in the annex to the present report.

Reclassifications

32. Under component 4: support, the Secretary-General is proposing the upward reclassification of two posts in the Regional Aviation Safety Office for West Africa: one P-4 post of Aviation Officer to the P-5 level, with a corresponding change of functional title to Chief Regional Aviation Safety Officer, and one P-3 post of Aviation Officer to the P-4 level. Both proposed reclassifications are designed to address the increased volume and complexity of the workload of the Office, which was established during the 2012/13 period within existing resources and provides aviation safety oversight services to UNMIL, UNOCI, the United Nations Integrated Peacebuilding Office in Sierra Leone and the United Nations Office for West Africa. In addition, the reclassification to the P-5 level is intended to ensure that the head of the Office is of an equivalent grade and status to the section chiefs of the missions in the region (ibid., para. 95). **The Advisory Committee recommends approval of the reclassifications proposed by the Secretary-General.**

Conversions

33. In the Conduct and Discipline Team (component 4: support), it is proposed to convert to established posts three positions previously funded under general temporary assistance (1 P-4 Conduct and Discipline Officer, 1 Field Service and 1 national General Service post of Administrative Assistant). In support of his proposal, the Secretary-General indicates that the functions of the positions have become an integral part of peacekeeping operations and are now considered to be of a continuing nature (ibid., para. 112). **The Advisory Committee recommends approval of the aforementioned post conversions.**

Post reassignments and redeployments

34. The Secretary-General is proposing a total of 35 post reassignments and 205 redeployments. They are summarized in the following paragraphs and listed in detail in the annex to the present report.

35. Under executive direction and management, it is proposed:

(a) To reassign two (1 P-5 and 1 National Professional Officer) and redeploy three (1 P-4, 1 Field Service and 1 national General Service) posts to create a new strategic planning unit, which will assume responsibility for the security transition while progressively widening the transition planning focus to include oversight of the Mission's civilian transition processes (ibid., paras. 43-44);

(b) To reassign two (1 P-4 and 1 United Nations Volunteer) and redeploy one (1 Field Service) posts and positions to create a new regional and inter-mission cooperation support unit in order to maintain the Mission's ability to anticipate regional challenges, in particular along Liberia's borders, and to respond accordingly by increasing its substantive capacity to identify, coordinate and support broad comprehensive initiatives for immediate and longer-term stabilization (ibid., paras. 45-46);

(c) To redeploy four (1 P-4, 1 P-3, 1 Field Service and 1 national General Service) posts to the Field Support Team to strengthen the coordination between UNMIL headquarters and its 15 field offices (ibid., para. 47);

(d) To redeploy 101 (5 P-4, 19 P-3, 6 P-2, 17 National Professional Officer, 26 national General Service and 28 United Nations Volunteer) posts and positions to the county offices in order to formalize the reporting structure of the offices (ibid., paras. 48-49);

(e) To reassign 14 (14 national General Service) and redeploy 6 (2 P-4, 1 P-3, 1 Field Service and 2 United Nations Volunteer) posts and positions to the Joint Mission Analysis Centre to reinforce the Mission's information-gathering and early threat detection capacity to compensate for the reduced military presence (ibid., para. 50);

(f) To reassign two (2 United Nations Volunteer) and redeploy one (1 Field Service) posts and positions to the Joint Operations Centre to augment its civilian staffing capacity so that it can assume responsibility for integrated information-monitoring, reporting and situational awareness (ibid., para. 51).

36. Under component 1: security, it is proposed to redeploy three (1 P-4, 1 P-3 and 1 Field Service) posts to the Office of the United Nations Police Commissioner in

order to strengthen the Office's capacity to address issues relating to the transition of full responsibility for security to the national police and the Bureau of Immigration and Naturalization (ibid., para. 59).

37. Under component 2: rule of law, it is proposed to reassign 3 (1 D-1 and 2 P-5) and redeploy 32 (4 P-4, 5 P-3, 2 Field Service, 14 National Professional Officer, 7 national General Service) posts in the context of the reconfiguration of the Mission's organizational structure described in paragraph 16 above. In the same context, it is proposed to reassign 2 (1 D-1 and 1 P-5) and redeploy 52 (2 P-5, 15 P-4, 3 P-3, 1 P-2, 3 Field Service, 10 National Professional Officer, 10 national General Service and 8 United Nations Volunteer) posts and positions under component 3: consolidation of democratic governance (ibid., paras. 63-69 and 76-83).

38. Under component 4: support, the Secretary-General is proposing the following reassignments and redeployments:

(a) In the Office of the Director of Mission Support, the redeployment of one United Nations Volunteer position from the Engineering Section to ensure that the daily operations and activities in the area of occupational health and safety are carried out (ibid., para. 92);

(b) In the regional offices, the redeployment of one P-4 post of Administrative Officer from the Engineering Section to strengthen capacity to provide advice to the substantive component of the Mission on administrative support policies, rules and strategies (ibid., para. 94);

(c) In the Regional Aviation Safety Office for West Africa, the reassignment of one national General Service post of Administrative Assistant from the Transport Section to address the increased workload of the Office (ibid., para. 95);

(d) In the Medical Services Section, the reassignment of two national General Service posts from the Supply Section, one United Nations Volunteer position from the Finance Section and one United Nations Volunteer position from the Procurement Section to strengthen the Section's nursing capacity (ibid., para. 101);

(e) In the Aviation Section, the reassignment of one P-3 post from the Joint Logistics Operations Centre, two Field Service posts from the Procurement Section and one United Nations Volunteer position from the Transport Section in order to address the additional workload stemming from increased helicopter flights along the border with Côte d'Ivoire and increased civil aviation activity in Liberia (ibid., para. 105).

39. **The Advisory Committee recommends approval of the above-mentioned post reassignments and redeployments.**

Abolitions

40. The Secretary-General is proposing the abolition of 30 international (1 D-1, 3 P-4, 3 P-3, 3 P-2 and 20 Field Service) and 111 national (1 National Professional Officer and 110 national General Service) posts. **Bearing in mind its observations in paragraph 30 above, the Advisory Committee recommends approval of the abolition of 141 posts.**

3. Operational costs

Apportionment 2012/13	*Proposed 2013/14*	*Variance*
$144 101 100	$150 302 600	$6 201 500

41. Operational costs for the period from 1 July 2013 to 30 June 2014 are estimated at $150,302,600, reflecting an increase of $6,201,500, or 4.3 per cent, over the apportionment for 2012/13. Reduced requirements under most categories of expenditure are offset by increases under government-provided personnel, ground transportation, communications, information technology and other supplies, services and equipment.

Consultants

42. Estimated requirements for consultants for the 2013/14 period amount to $673,300, a decrease of $217,700, or 24.4 per cent, compared with the apportionment for 2012/13. As indicated by the Secretary-General, the main reason for the variation is the reduced need for consultancy services for training because, in the context of the drawdown of the Mission's military and civilian components, fewer courses will be offered (see also para. 59 below) (A/67/755, para. 134).

43. The Advisory Committee notes from the performance report that expenditure in respect of consultants for the 2011/12 period was 49.7 per cent lower than budgeted, owing primarily to the decision to use locally recruited, rather than international, consultants for non-training activities (A/67/609, para. 62). **The Committee commends UNMIL for its decision to recruit consultants locally rather than internationally and recommends that the General Assembly request the Secretary-General to encourage other peacekeeping missions to do the same, where feasible.**

Facilities and infrastructure

44. Estimated requirements for facilities and infrastructure for 2013/14 amount to $48,576,700, a decrease of $319,100, or 0.7 per cent, compared with the apportionment for 2012/13. The variance is primarily attributable to reduced requirements for contingent-owned self-sustainment equipment, owing to the drawdown of military personnel; water and septic tanks and accommodation equipment, owing to the closure of camps; utilities, owing to a greater proportion of the Mission's water supply being derived from boreholes rather than supplied by the national water authority; security services, owing to a more favourable contract with a new vendor; and petrol, oil and lubricants, owing to a decrease in the number of United Nations-owned and contingent-owned generators. The reduced requirements are offset, in part, by increased requirements for the replacement of obsolete equipment and facilities; electrical equipment; rental of premises; maintenance services; construction services; and spare parts and supplies (A/67/755, paras. 136-137).

45. With particular reference to construction services, the Advisory Committee notes from the supplementary information provided to it that related requirements for the 2013/14 period have increased by $722,800, or 158.9 per cent, over the apportionment for 2012/13. It is indicated that the variance is attributable to sanitation and environmental, safety and security and operational construction projects. Upon enquiry, the Committee was provided with a detailed list of the planned projects and

their estimated cost. The Committee was informed that all projects proposed for the budget period were connected with the Mission's operational requirements and that none had been carried over from the previous financial period. The Committee has commented further on construction activities in peacekeeping missions in its report on cross-cutting issues (A/67/780).

46. In its previous report on the performance and budget of UNMIL, the Advisory Committee noted that additional resources would be required in 2012/13 for construction projects at the seaport and airport, where UNMIL was required to identify and build alternative premises (A/66/718/Add.13, para. 39). Upon enquiry as to the current status of those projects, the Committee was informed that, to date, the Government had not implemented its plan to take back the facilities used by UNMIL at the seaport and airport. Consequently, the Mission was continuing to use the facilities there and had constructed no new premises. The resources originally allocated for that purpose had been reprogrammed to meet priority projects relating to the transition, such as the construction of camps for the new formed police units and the dismantling or refurbishing of military camps.

Ground transportation

47. Estimated requirements for ground transportation for the 2013/14 period amount to $13,992,200, an increase of $4,914,900, or 54.1 per cent, over the apportionment for the 2012/13 period. The Secretary-General indicates that the main factor contributing to the variance is the acquisition of replacement vehicles and spare parts for the Mission's aged vehicle fleet. The increase is offset in part by reduced requirements for fuel, owing to a 5 per cent reduction in consumption (A/67/755, para. 138).

48. The Advisory Committee was informed, during its consideration of the Secretary-General's proposals, that equipment in Liberia corroded rapidly owing to environmental conditions. In addition, road conditions were very poor, which led to greater wear and tear. To contain costs, vehicle acquisitions had been deferred for the past two financial periods. Consequently, 27 per cent of the Mission's light passenger vehicles were now more than seven years old. Upon enquiry, the Committee was informed that 75 vehicles (9 4x4 ambulances, 6 medium sewage trucks, 7 15-passenger minibuses, 52 general-purpose 4x4 vehicles and 1 4x4 towing tractor) would be replaced during the budget period. The Committee notes from the budget document that the Mission's total fleet consists of 1,013 United Nations-owned vehicles.

49. Upon enquiry, the Advisory Committee was also informed that spreading the planned acquisitions over successive budget periods would not be economically sound because older vehicles incurred significantly higher costs in respect of repairs, maintenance and spare parts. In addition, vehicle downtime would increase, which might affect operational activities. The Committee has commented in more detail on issues relating to the life expectancy of vehicles in its cross-cutting report (A/67/780).

50. On a related matter, the Advisory Committee notes from the performance report that there were 45 major vehicle accidents during the 2011/12 period (A/67/609, expected accomplishment 4.1: Effective and efficient logistical, administrative and security support for the Mission). Upon enquiry, the Committee was informed that all 45 accidents were attributable to either driver error or poor

road conditions, and not to the age of the Mission's vehicles. The Committee was further informed that UNMIL had taken a number of measures to lower the number of accidents, including the holding, twice a year, of a week-long comprehensive road safety and accident prevention campaign; mandatory written and road tests for all vehicle users, as well as mandatory off-road and all-terrain driver training; and defensive driver training. **The Committee trusts that the road safety measures implemented by the Mission will result in fewer vehicle accidents in the 2013/14 period.**

Air transportation

51. Estimated requirements for air transportation for the 2013/14 period amount to $48,538,900, a decrease of $147,200, or 0.3 per cent, compared with the apportionment for the 2012/13 period. The main factor contributing to the variance is the discontinuation of the services of a medium-utility helicopter, offset in part by additional requirements for the rental and operation of the Mission's fixed-wing aircraft owing to increases in guaranteed fleet costs and the cost of flying hours (A/67/755, para. 139).

52. The Advisory Committee notes from the performance report that expenditures under air transportation for the 2011/12 period were 11 per cent lower than budgeted, owing primarily to reduced requirements for the rental and operation of aircraft resulting from the reconfiguration of the Mission's fleet. In particular, the high-cargo-capacity fixed-wing aircraft was replaced by an aircraft of lower capacity, which had limited its utilization for troop rotation (A/67/609, para. 65).

53. Upon enquiry, the Advisory Committee was informed that the Mission's high-cargo-capacity fixed-wing passenger aircraft (Boeing 757-200) had been released in October 2011 and initially replaced with another passenger aircraft with comparatively limited cargo capacity (Boeing 737-500). Given its limited cargo capacity, the latter aircraft could not be used for troop rotations and had thus been underutilized. Many rotations had had to be carried out using commercial providers. In April 2012, the Boeing 737-500 had been replaced by a larger variant Boeing 737-400 with greater cargo and passenger capacity. That aircraft had been successfully carrying out rotation flights in support of UNMIL and UNOCI to all African, Ukrainian and West Asian destinations, although the number of flights required to transport the same number of passengers had increased by 28 per cent in comparison to the number of flights required using the original Boeing 757-200. The Committee was further informed that the savings in rental costs for the fixed-wing aircraft for the 2011/12 period had amounted to $4.9 million. The temporary reliance on commercial providers to facilitate the rotation of troops, however, had led to additional expenditure of $3.7 million under the military and police personnel budget line. **The Committee recommends that the General Assembly request the Secretary-General, in future performance reports, to present information about efficiencies resulting from reconfigurations of aircraft fleets in a comprehensive manner by indicating both the total savings realized and the total additional costs incurred.**

54. Upon enquiry, the Advisory Committee was also informed that the long-term air charter agreement for each aircraft in the Mission was prepared in conjunction with the invitation to bid, which set out the tasks to be performed by the aircraft and specified the hours to be flown. A standard cost structure (price schedule) applied to all long-term air charter agreements. The Procurement Division at United Nations

Headquarters was ultimately responsible for evaluating invitations to bid and thus the price schedules for all contracts. When the high-cargo-capacity Boeing 757-200 was replaced by the lower-capacity Boeing 737-500, an initial assessment was conducted, during which the Mission was consulted. The replacement of the Boeing 757-200 would have resulted in an annual decrease in fixed costs from $14.3 to $4.5 million. The cost per flight hour decreased from $930 per hour to $510 per hour. Nevertheless, as the Mission had expressed concerns about the size of the cargo hold of the Boeing 737-500, as indicated in the preceding paragraph, that aircraft had been replaced in April 2012 with the larger capacity Boeing 737-400. Upon enquiry, the Committee was further informed that, while an emphasis on fixed annual flight hours might in some cases have the effect of reducing flexibility to address changing circumstances, the overall assessment and preparation of contracts aimed to produce the most cost-effective solution possible. **The Committee stresses the need for the Secretary-General to give due consideration to the operational impact of changes to the structure of air transportation contracts.**

Information technology

55. Estimated requirements for information technology for the 2013/14 period amount to $4,785,800, an increase of $907,700, or 23.4 per cent, over the apportionment for 2012/13. The Secretary-General indicates that the main factor contributing to the increase is the need to replace obsolete equipment. Additional resources are also required for information technology services owing to the inclusion of provisions for first-level, second-level and third-level support for new or upgraded/updated software systems and applications, including the Field Support Suite (a Umoja enabler) and centrally provided services from the Office of Information and Communications Technology (A/67/755, para. 141).

56. Upon request, the Advisory Committee was provided with detailed information on planned acquisitions of information technology equipment during the 2013/14 period. Total expenditure for that purpose would amount to $1,211,200. The Committee was also informed, upon enquiry, that the Mission would reduce its total holdings of computers during the budget period. The number of desktop computers would decrease by 587, from 1,718 in 2012/13 to 1,131 in 2013/14, and the number of laptops by 299, from 1,005 to 706.

4. Other matters

Efficiency gains

57. In paragraph 114 of the budget document, the Secretary-General indicates that the cost estimates for the period from 1 July 2013 to 30 June 2014 take into account efficiency gains in the amount of $339,000, comprising $64,000 under facilities and infrastructure, owing to a reduction in fuel consumption as a result of the consolidation of camps to reduce the number of generators and air conditioners; $210,000 under ground transportation, owing to a 3 per cent reduction in mileage resulting from the strict enforcement of guidelines on liberty usage; and $65,000 under information technology, owing to a reduction in the number of servers resulting from increased virtualization.

58. The Advisory Committee recalls that, for the 2012/13 period, the cost estimates included efficiency gains in the amount of $16,620,500, resulting primarily from the decision to extend the useful economic life of assets and the reconfiguration of the aircraft fleet (A/66/691, para. 70). Upon enquiry as to the reasons for the considerable decrease in efficiency gains anticipated for the 2013/14

period, the Committee was informed that, while the Mission continued to extend the useful life of equipment where possible, some replacements were planned for 2013/14 and thus no efficiency gains were expected. In addition, there would be no further major changes to the composition of the aircraft fleet. **The Committee is disappointed that the Secretary-General was unable to identify greater levels of efficiency gains for the budget period, particularly in view of the fact that UNMIL is drawing down its military component. The Committee recommends that the Mission be requested to identify further areas for efficiency initiatives during the budget period and to report on the results achieved in the performance report for 2013/14.**

Training

59. The Secretary-General indicates in paragraph 118 of the budget document that the estimated resource requirements for training for the 2013/14 period amount to $1,046,800. The Advisory Committee notes that the requirements have decreased by $178,800, compared with the requirements of $1,225,600 for the 2012/13 period (A/66/691, para. 74). The Committee further notes from the table in paragraph 119 of the Secretary-General's report that the number of participants, in particular national staff, in internal and external training courses is projected to decrease significantly during the budget period. Upon enquiry, the Committee was informed that the downward trend in the number of national staff to be trained reflected the completion of one-time training courses on new systems, such as International Public Sector Accounting Standards (IPSAS), Umoja and Inspira: once certified in the use of those systems, staff would probably not require further training. In addition, the anticipated retrenchment of staff would reduce the overall number of expected participants in training courses.

Mine detection and mine-clearing services

60. As indicated in paragraph 121 of the budget document, estimated resource requirements for mine detection and mine-clearing services for the 2013/14 period amount to $1,648,600. The Secretary-General indicates in paragraph 122 that, pursuant to Security Council resolution 2066 (2012), UNMIL is mandated to work with the Government of Liberia to address the critical gaps that need to be filled to facilitate a successful transition. To that end, during the budget period, the Mission is initiating a capacity-building programme in explosive ordnance disposal for the armed forces, which was identified as a major capacity gap in the October 2011 joint UNMIL-Government of Liberia assessment of national security capabilities and gaps. The Secretary-General states that, at present, the security risk from unexploded ordnance is mitigated by three of the Mission's military engineering companies. The Mission will have limited engineering capacity beyond 30 June 2015 as a result of its military drawdown, however, and there is no existing capacity to undertake these activities within any of the Liberian security institutions. Upon enquiry, the Advisory Committee was informed that the capacity-building programme, which would be administered by the United Nations Mine Action Service, would consist of two train-the-trainer courses.

Implementation of International Public Sector Accounting Standards

61. During its consideration of the Secretary-General's proposals, the Advisory Committee was provided with information on progress made towards the implementation of IPSAS at UNMIL. The Committee was informed, among other things, that in January 2013 the IPSAS monitoring team had reported that the

Mission was on track to meet the implementation target date of 1 July 2013. More than 150 staff had received computer-based and instructor-led training in preparation for implementation, IPSAS-related standard operating procedures would be introduced by 31 March 2013 and inventory data cleansing was to be completed by 30 April.

V. Conclusion

62. The action to be taken by the General Assembly in connection with the financing of UNMIL for the period from 1 July 2011 to 30 June 2012 is set out in paragraph 71 of the performance report (A/67/609). **The Advisory Committee recommends that the unencumbered balance of $2,642,730, as well as other income and adjustments in the amount of $8,819,700, be credited to Member States.**

63. The action to be taken by the General Assembly in connection with the financing of UNMIL for the period from 1 July 2013 to 30 June 2014 is set out in paragraph 145 of the proposed budget (A/67/755). **The Advisory Committee recommends that the Assembly appropriate an amount of $477,550,800 for the maintenance of the Mission for the 12-month period from 1 July 2013 to 30 June 2014 and assess an amount of $119,387,700 for the maintenance of the Mission for the period from 1 July to 30 September 2013. Should the Security Council decide to continue the mandate of the Mission beyond 30 September 2013, the Committee recommends that the Assembly assess an amount of $358,163,100 for the period from 1 October 2013 to 30 June 2014.**

Documentation

- Budget performance of the United Nations Mission in Liberia for the period from 1 July 2011 to 30 June 2012 (A/67/609)
- Budget for the United Nations Mission in Liberia for the period from 1 July 2013 to 30 June 2014 (A/67/755)
- Special report of the Secretary-General on the United Nations Mission in Liberia (S/2012/230)
- Report of the Board of Auditors on United Nations peacekeeping operations for the 12-month period from 1 July 2011 to 30 June 2012 (A/67/5 (Vol. II), chap. II)
- Report of the Advisory Committee on Administrative and Budgetary Questions on the financial performance report for the period from 1 July 2010 to 30 June 2011 and proposed budget for the period from 1 July 2012 to 30 June 2013 of the United Nations Mission in Liberia (A/66/718/Add.13)
- General Assembly resolutions 65/301 and 66/275
- Security Council resolutions 1509 (2003), 1626 (2005), 1938 (2010), 1971 (2011), 2008 (2011) and 2066 (2012)

Annex

Summary of proposed staffing changes for the United Nations Mission in Liberia for the period from 1 July 2013 to 20 June 2014

Office/Section/Unit	*Number*	*Level*	*Description*
Executive direction and management			
Office of the Special Representative of the Secretary-General			
	-1	P-4	Planning Officer post redeployed to the Strategic Planning Unit
Strategic Planning Unit			
	-1	P-5	Senior Planning Officer post reassigned from the Civil Affairs Section
	-1	P-4	Planning Officer post redeployed from the Office of the Special Representative of the Secretary-General
	-1	FS	Administrative Assistant post redeployed from the Civil Affairs Section
	-1	NPO	Planning Officer post reassigned from the Legal and Judicial System Support Division
	-1	NS	Administrative Assistant post redeployed from the Civil Affairs Section
Regional and Inter-Mission Cooperation Support Unit			
	-1	P-4	Liaison Officer post reassigned from the Human Rights and Protection Section
	-1	FS	Administrative Assistant post redeployed from the Political Planning and Policy Section
	-1	UNV	Associate Liaison Officer position reassigned from the Finance Section
Field Support Team			
	-1	P-4	Coordination Officer post redeployed from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator
	-1	P-3	Coordination Officer post redeployed from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator
	-1	FS	Administrative Assistant post redeployed from the Civil Affairs Section
	-1	NS	Clerk post redeployed from the Legal and Judicial System Support Division
County offices			
	-5	P-4	2 Head of Field Office posts redeployed from the Political Planning and Policy Section and 3 from the Civil Affairs Section

Office/Section/Unit	*Number*	*Level*	*Description*
	-19	P-3	13 Head of Field Office posts redeployed from the Civil Affairs Section, 1 from the Recovery, Rehabilitation and Reintegration Section, 3 from the Human Rights and Protection Section and 2 from the Communications and Public Information Office
	-6	P-2	6 Human Rights Officer posts redeployed from the Human Rights and Protection Section
	-17	NPO	7 Human Rights Officer posts redeployed from the Human Rights and Protection Section; 2 Rule of Law Officer posts redeployed from the Legal and Judicial System Support Division; and 8 Civil Affairs Officer posts redeployed from the Civil Affairs Section
	-26	NS	2 Radio Production Assistant posts and 5 Public Information Assistant posts redeployed from the Communications and Public Information Office; 8 Human Rights Monitor posts redeployed from the Human Rights and Protection Section; 11 Administrative Assistant posts redeployed from the Civil Affairs Section
	-28	UNV	6 Rule of Law Officer positions redeployed from the Legal and Judicial System Support Division; 15 Civil Affairs Officer positions redeployed from the Civil Affairs Section; 5 Human Rights Officer positions redeployed from the Human Rights and Protection Section; and 2 Public Information Officer positions redeployed from the Communications and Public Information Office
Joint Mission Analysis Centre			
	-2	P-4	2 Information Analyst posts redeployed: 1 from the Civil Affairs Section and 1 from the Political Planning and Policy Section
	-1	P-3	Information Analyst post redeployed from the Political Planning and Policy Section
	-1	FS	Administrative Assistant post redeployed from the Political Planning and Policy Section
	-14	NS	14 Information Analyst posts reassigned from the Engineering Section
	-2	UNV	2 Associate Information Analyst positions redeployed: 1 from the Political Planning and Policy Section and 1 from the Recovery, Rehabilitation and Reintegration Section
Joint Operations Centre			
	-1	FS	Administrative Assistant post redeployed from the Civil Affairs Section
	-2	UNV	2 Assistant Reports Officer posts reassigned: 1 from the Office of the Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator and 1 from the Finance Section
Communications and Public Information Office			
	-2	P-3	2 Public Information Officer posts redeployed to the county offices
	-7	NS	2 Radio Production Assistant posts and 5 Public Information Assistant posts redeployed to the county offices
	-2	UNV	2 Public Information Officer positions redeployed to the county offices

Office/Section/Unit	*Number*	*Level*	*Description*
Component 1: security			
Office of the United Nations Police Commissioner			
	-1	P-4	Special Adviser post redeployed from the Civil Affairs Section
	-1	P-3	Report Officer post redeployed from the Civil Affairs Section
	-1	FS	Administrative Assistant post redeployed from the Civil Affairs Section
Component 2: rule of law			
Office of the Deputy Special Representative of the Secretary-General (Rule of Law)			
	-1	D-1	Post reassigned from the Legal and Judicial System Support Division
Corrections and Prison Advisory Service			
	-1	P-4	Training Officer post redeployed to the Training and Mentoring Unit
	-1	FS	Administrative Assistant post redeployed to the Legal and Policy Reform Section
	-1	NPO	Training Officer post redeployed to the Training and Mentoring Unit
Access to Justice and Security Section			
	-1	P-5	Senior Judicial Affairs Officer reassigned from the Legal and Judicial System Support Division
	-2	P-4	2 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-2	P-3	2 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-1	FS	Administrative Assistant post redeployed from the Legal and Judicial System Support Division
	-6	NPO	6 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-3	NS	3 Administrative Assistant posts redeployed from the Legal and Judicial System Support Division
Training and Mentoring Unit			
	-1	P-4	Training Officer post redeployed from the Corrections and Prison Advisory Service
	-1	P-3	Training Officer post redeployed from the Legal and Judicial System Support Division
	-3	NPO	1 Training Officer post redeployed from the Corrections and Prison Advisory Service and 2 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-2	NS	2 Administrative Assistant posts redeployed from the Legal and Judicial Systems Support Division
Legal and Policy Reform Section			
	-1	P-5	Post reassigned from the Legal and Judicial System Support Division

Office/Section/Unit	*Number*	*Level*	*Description*
	-1	P-4	Judicial Affairs Officer post redeployed from the Legal and Judicial System Support Division
	-2	P-3	2 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-1	FS	Administrative Assistant post redeployed from the Corrections and Prison Advisory Service
	-5	NPO	5 Judicial Affairs Officer posts redeployed from the Legal and Judicial System Support Division
	-2	NS	2 Administrative Assistant posts redeployed from the Legal and Judicial System Support Division
Legal and Judicial System Support Division			
	-1	D-1	Director, Rule of Law, post reassigned to the Office of the Deputy Special Representative of the Secretary-General (Rule of Law)
	-2	P-5	2 Senior Judicial Affairs Officer posts reassigned: 1 to the Legal and Policy Reform Section and 1 to the Access to Justice and Security Section
	-3	P-4	2 Judicial Affairs Officer posts redeployed to the Access to Justice and Security Section and 1 redeployed to the Legal and Policy Reform Section
	-5	P-3	2 Judicial Affairs Officer posts redeployed to the Access to Justice and Security Section; 1 Training Officer post redeployed to the Training and Mentoring Unit; and 2 Judicial Affairs Officer posts redeployed to the Legal and Policy Reform Section
	-1	FS	Administrative Assistant post redeployed to the Access to Justice and Security Section
	-1	NPO	Judicial Officer post reassigned to the Strategic Planning Unit
	-15	NPO	2 Rule of Law Officer posts redeployed to the county offices; 6 Judicial Affairs Officer posts redeployed to the Access to Justice and Security Section; 2 Judicial Affairs Officer posts redeployed to the Training and Mentoring Unit; and 5 Judicial Affairs Officer posts redeployed to the Legal and Policy Reform Section
	-8	NS	1 Administrative Assistant post redeployed to the Field Support Team; 3 Team Assistant posts redeployed to the Access to Justice and Security Section; 2 Administrative Assistant posts redeployed to the Training and Mentoring Unit; and 2 Administrative Assistant posts redeployed to the Legal and Policy Reform Section
	-6	UNV	6 Rule of Law Officer positions redeployed to the county offices
Human Rights and Protection Section			
	-1	P-4	Post reassigned to Regional and Inter-Mission Cooperation Support Unit
	-3	P-3	3 Human Rights Officer posts redeployed to the county offices
	-6	P-2	6 Associate Human Rights Officer posts redeployed to the county offices
	-7	NPO	7 Human Rights Officer posts redeployed to the county offices
	-8	NS	8 Human Rights Monitor posts redeployed to the county offices
	-5	UNV	5 Human Rights Officer posts redeployed to the county offices

Office/Section/Unit	*Number*	*Level*	*Description*
Component 3: consolidation of democratic governance			
Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator			
	-1	P-5	Post reassigned to the Governance Section
	-1	P-4	Special Assistant post redeployed to the Field Support Team
	-1	P-4	Post abolished
	-1	P-3	Coordination Officer post redeployed to the Field Support Team
	-1	NPO	Associate Humanitarian Affairs Officer post redeployed from the Recovery, Rehabilitation and Reintegration Section
	-3	NS	2 Programme Assistant posts and 1 Administrative Assistant post redeployed from the Civil Affairs Section
	-1	UNV	Position reassigned to the Joint Operations Centre
Consolidation of Democratic Governance Section			
	-1	D-1	Head of Office post reassigned from the Political Planning and Policy Section
	-1	FS	Administrative Assistant post redeployed from the Recovery, Rehabilitation and Reintegration Section
Governance Section			
	-1	P-5	Head of Governance Section post reassigned from the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator
	-5	P-4	5 Civil Affairs Officer posts redeployed from the Civil Affairs Section
	-1	FS	Administrative Assistant post redeployed from the Civil Affairs Section
	-4	NPO	2 Civil Affairs Officer posts and 2 Associate Civil Affairs Officer posts redeployed from the Civil Affairs Section
	-2	NS	2 Administrative Assistant posts redeployed from the Civil Affairs Section
	-3	UNV	3 Civil Affairs Officer positions redeployed from the Civil Affairs Section
Political Analysis Section			
	-1	P-5	Senior Political Affairs Officer post redeployed from the Political Planning and Policy Section
	-3	P-4	3 Political Affairs Officer posts redeployed from the Political Planning and Policy Section
	-2	P-3	2 Political Affairs Officer posts redeployed from the Political Planning and Policy Section
	-1	FS	Administrative Assistant post redeployed from the Political Planning and Policy Section
	-2	NS	2 Administrative Assistant posts redeployed: 1 from the Political

Office/Section/Unit	*Number*	*Level*	*Description*
			Planning and Policy Section and 1 from the Civil Affairs Section
	-3	UNV	3 Political Affairs Officer positions redeployed from the Political Planning and Policy Section
Reconciliation and Peace Consolidation Section			
	-1	P-5	Senior Civil Affairs Officer post redeployed from the Civil Affairs Section
	-7	P-4	5 Civil Affairs Officer posts redeployed from the Civil Affairs Section; 1 Recovery, Rehabilitation and Reintegration Officer post redeployed from the Recovery, Rehabilitation and Reintegration Section; 1 Political Officer post redeployed from the Political Planning and Policy Section
	-1	P-3	Civil Affairs Officer post redeployed from the Civil Affairs Section
	-1	P-2	Recovery, Rehabilitation and Reintegration Officer post redeployed from the Recovery, Rehabilitation and Reintegration Section
	-5	NPO	3 Associate Civil Affairs Officer posts redeployed from the Civil Affairs Section and 2 Associate Recovery, Rehabilitation and Reintegration Officer posts redeployed from the Recovery, Rehabilitation and Reintegration Section
	-3	NS	3 Administrative Assistant posts redeployed from the Recovery, Rehabilitation and Reintegration Section
	-2	UNV	2 Civil Affairs Officer positions redeployed from the Civil Affairs Section
Political Planning and Policy Section			
	-1	D-1	Post reassigned to the Consolidation of Democratic Governance Section
	-1	P-5	Senior Political Affairs Officer post redeployed to the Political Analysis Section
	-7	P-4	2 Political Officer posts redeployed to the county offices; 1 Political Affairs Officer post redeployed to the Joint Mission Analysis Centre; 3 Political Affairs Officer posts redeployed to the Political Analysis Section; and 1 Political Affairs Officer post redeployed to the Reconciliation and Peace Consolidation Section
	-3	P-3	1 Political Affairs Officer post redeployed to the Joint Mission Analysis Centre and 2 Political Affairs Officer posts redeployed to the Political Analysis Section
	-1	P-2	Associate Political Affairs Officer post abolished
	-3	FS	1 Administrative Assistant post redeployed to the Regional and Inter-Mission Cooperation Support Unit; 1 Administrative Assistant post redeployed to the Joint Mission Analysis Centre; and 1 Administrative Assistant post redeployed to the Political Analysis Section
	-1	NS	Office Assistant post redeployed to the Political Analysis Section
	-4	UNV	3 Political Affairs Officer positions redeployed to the Political Analysis Section and 1 to the Joint Mission Analysis Centre

Office/Section/Unit	*Number*	*Level*	*Description*
Recovery, Rehabilitation and Reintegration Section			
	-1	P-4	Recovery, Rehabilitation and Reintegration Officer post redeployed to the Reconciliation and Peace Consolidation Section
	-1	P-3	Disarmament, Demobilization and Reintegration Officer post redeployed to the county offices
	-1	P-2	Associate Recovery, Rehabilitation and Reintegration Officer post redeployed to the Reconciliation and Peace Consolidation Section
	-1	FS	Administrative Assistant post redeployed to the Consolidation of Democratic Governance Section
	-3	NPO	3 Associate Recovery, Rehabilitation and Reintegration Officer posts redeployed: 2 to the Reconciliation and Peace Consolidation Section and 1 to the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator
	-4	NS	4 Administrative Assistant posts redeployed to the Reconciliation and Peace Consolidation Section and 1 to the Political Analysis Section
	-1	NS	Administrative Assistant post redeployed
	-1	UNV	Position redeployed to the Joint Mission Analysis Centre
Civil Affairs Section			
	-1	D-1	Post abolished
	-1	P-5	Post reassigned to the Strategic Planning Unit
	-1	P-5	Senior Civil Affairs Officer post redeployed to the Reconciliation and Peace Consolidation Section
	-15	P-4	1 Civil Affairs Officer post redeployed to the Joint Mission Analysis Centre; 1 Special Adviser post redeployed to the Office of the United Nations Police Commissioner; 5 Civil Affairs Officer posts redeployed to the Governance Section; 5 Civil Affairs Officer posts redeployed to the Reconciliation and Peace Consolidation Section; and 3 Civil Affairs Officer posts redeployed to the county offices
	-1	P-4	Post abolished
	-15	P-3	1 Civil Affairs Officer post redeployed to the Reconciliation and Peace Consolidation Section; 13 Civil Affairs Officer posts redeployed to the county offices; and 1 Report Officer post redeployed to the Office of the United Nations Police Commissioner
	-1	P-3	Post abolished
	-5	FS	1 Administrative Assistant post redeployed to the Strategic Planning Unit; 1 Administrative Assistant post redeployed to the Office of the United Nations Police Commissioner; 1 Administrative Assistant post redeployed to the Governance Section; 1 Administrative Assistant post redeployed to the Field Support Team; and 1 Administrative Assistant post redeployed to the Joint Operations Centre

Office/Section/Unit	*Number*	*Level*	*Description*
	-15	NPO	8 Civil Affairs Officer posts redeployed to the county offices; 2 Civil Affairs Officer posts and 2 Associate Civil Affairs Officers posts redeployed to the Governance Section; and 3 Associate Civil Affairs Officer posts redeployed to the Reconciliation and Peace Consolidation Section
	-17	NS	1 Administrative Assistant post redeployed to the Strategic Planning Unit; 11 Administrative Assistant posts redeployed to the county offices; 2 Administrative Assistant posts redeployed to the Governance Section; 2 Programme Assistant posts and 1 Administrative Assistant post redeployed to the Office of the Deputy Special Representative of the Secretary-General (Consolidation of Democratic Governance) and Humanitarian Coordinator
	-20	UNV	15 Civil Affairs Officer positions redeployed to the county offices; 3 Civil Affairs Officer positions redeployed to the Governance Section; 2 Civil Affairs Officer positions redeployed to the Reconciliation and Peace Consolidation Section
Component 4: support			
Office of the Director of Mission Support			
	-1	P-3	Board of Inquiry Officer post abolished
	-1	UNV	Administrative Assistant position redeployed from the Engineering Section
Regional offices			
	-1	P-4	Administrative Officer post redeployed from the Engineering Section
Regional Aviation Safety Office for West Africa			
	-1	P-5	Aviation Officer post at the P-4 level reclassified to a P-5-level Chief Regional Aviation Safety Officer
	-1	P-4	Aviation Officer post at the P-4 level reclassified to a P-5-level Chief Regional Aviation Safety Officer
	-1	P-4	Aviation Officer post at the P-3 level reclassified to the P-4 level
	-1	P-3	Aviation Officer post at the P-3 level reclassified to the P-4 level
	-1	NS	Administrative Assistant post reassigned from the Transport Section
Office of the Chief of Administrative Services			
	-1	NS	Administrative Assistant post abolished
Finance Section			
	-4	FS	4 Finance Assistant posts abolished
	-8	NS	8 Finance Assistant posts abolished
	-3	UNV	3 positions reassigned, 1 each to the Medical Services Section, the Joint Operations Centre and the Regional and Inter-Mission Cooperation Support Unit
Human Resources Management Section			
	-2	FS	2 Travel Assistant posts abolished

Office/Section/Unit	*Number*	*Level*	*Description*
Property Management Section			
	-2	FS	2 Property Control and Inventory Assistant posts abolished
	-1	NS	Property Control and Inventory Assistant post abolished
Procurement Section			
	-2	FS	2 posts reassigned to the Aviation Section
	-1	UNV	1 position reassigned to the Medical Services Section
Medical Services Section			
	-2	NS	2 Nurse posts reassigned from the Supply Section
	-2	UNV	2 Nurse positions reassigned: 1 from the Finance Section and 1 from the Procurement Section
Joint Logistics Operations Centre			
	-1	P-3	Post reassigned to the Aviation Section
Movement Control Section			
	-1	P-3	Movement Control Officer post abolished
Engineering Section			
	-1	P-4	Engineer post redeployed to Regional offices
	-3	FS	1 Facilities Management Assistant post, 1 Administrative Assistant post and 1 Warehouse Assistant post abolished
	-14	NS	14 posts reassigned to the Joint Mission Analysis Centre
	-37	NS	8 Engineering Assistant posts, 1 Warehouse Assistant post, 22 Mason posts and 6 Engineering Technician posts abolished
	-1	UNV	Position redeployed to the Office of the Director of Mission Support
Aviation Section			
	-1	P-3	Air Operations Officer post reassigned from the Joint Logistics Operation Centre
	-2	FS	1 Fire Marshall post and 1 Air Operations Duty Officer post reassigned from the Procurement Section
	-1	FS	Air Operations Assistant post abolished
	-1	NPO	Air Operations Officer post abolished
	-1	UNV	Airfield Manager position reassigned from Transport Section
Communications and Information Technology Section			
	-2	P-2	2 Associate Information Technology Officer posts abolished
	-1	FS	Telecommunications Assistant post abolished
	-10	NS	3 Billing Assistant posts and 7 Rigger posts abolished
Transport Section			
	-1	P-4	Deputy Chief Transport Officer post abolished
	-2	FS	2 Transport Assistant posts abolished
	-1	NS	Post reassigned to the Aviation Safety Unit
	-18	NS	18 Transport Assistant posts abolished
	-1	UNV	Position reassigned to Aviation Safety Unit

Office/Section/Unit	*Number*	*Level*	*Description*
Supply Section			
	-4	FS	4 Supply Assistant posts abolished
	-35	NS	20 Warehouse Assistant posts and 15 Fuel Assistant posts abolished
	-2	NS	2 posts reassigned to the Medical Services Section
Contingent-owned Equipment Verification Unit			
	-1	FS	Contingent-owned Equipment Assistant post abolished
Conduct and Discipline Team			
	-1	P-4	Conduct and Discipline Officer post converted from a temporary position
	-1	FS	Administrative Assistant post converted from a temporary position
	-1	NS	Administrative Assistant post converted from a temporary position
General temporary assistance			
	-1	P-4	Conduct and Discipline Officer position converted to post
General temporary assistance			
	-1	FS	Administrative Assistant position converted to post
General temporary assistance			
	-1	NS	Administrative Assistant position converted to post
Total			
International posts	-28		
National posts	-110		
General temporary assistance	-3		

Abbreviations: FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteer.